SMALL EMPLOYER

KIT

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INTRODUCTION

Full participation and equality was the theme of the International Year of Disabled Persons (1981). IYDP created an awareness of the capabilities of persons with disabilities. Many employers have responded to this message by taking steps to increase their employment of disabled persons.

As an employer, you may have already learned that including disabled persons in your workforce benefits not only them but also yourself. Certainly, handicapped individuals want to be self-supporting and less dependent on tax-supported systems. As well, studies show that they are good employees equal to, if not better than, other employees in job performance, safety record, attendance and length of stay with the company.

Employers who haven't had many disabled employees sometimes express fears about:

- high insurance rates
- expensive accommodation and accessibility
- extra supervision
- special privileges

These concerns are rarely borne out in experience if employers approach the employment of disabled persons with sufficient information.

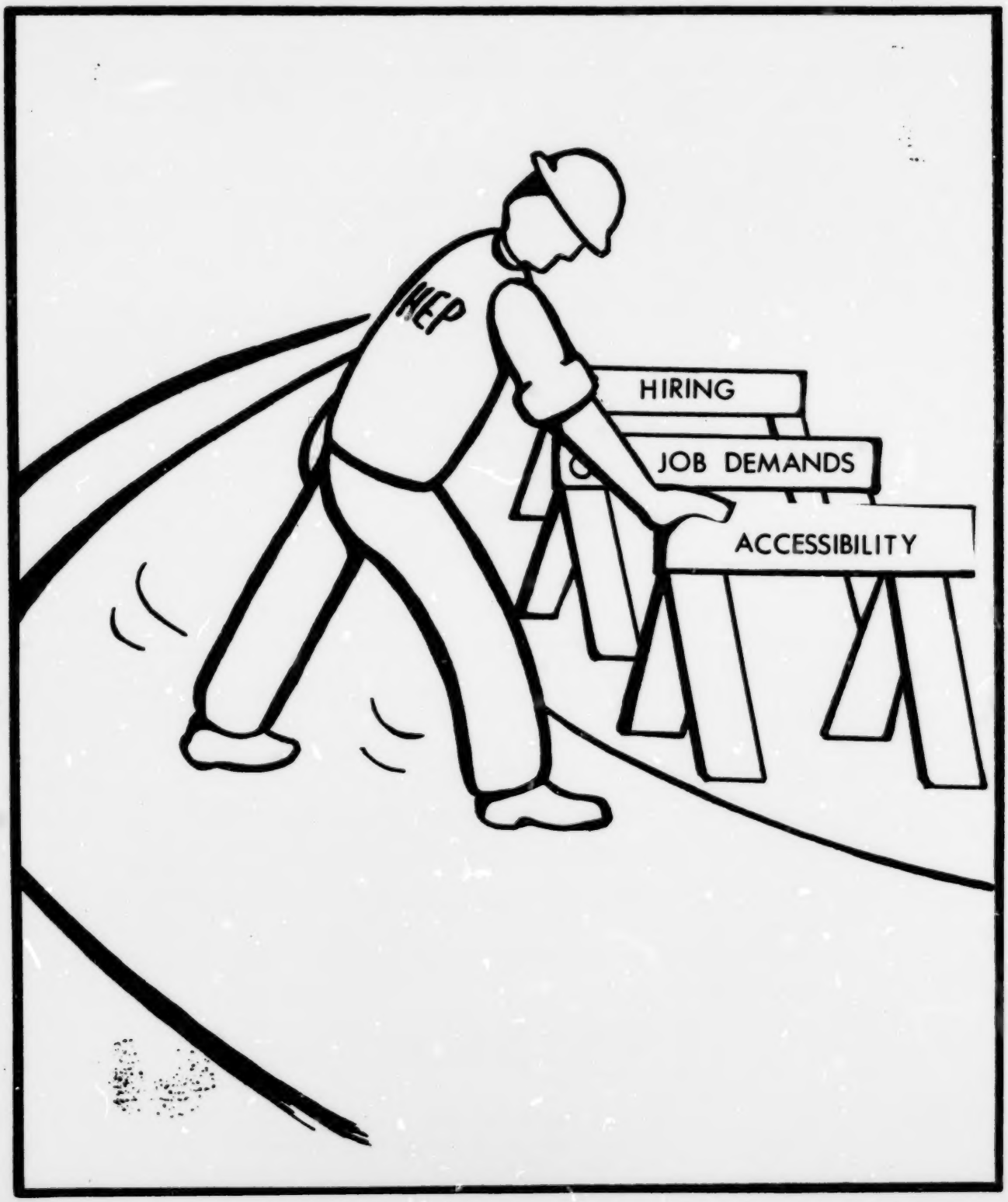
If you are recruiting, the information in this guidebook will assist you in:

- eliminating barriers
- accessing financial incentives
- finding disabled applicants
- supervising the disabled worker

If, because of the present economic situation, you are not recruiting, this guidebook will help you by:

- exploring positive retention, rehabilitation and re-employment practices
- taking steps to make your workplace receptive to the future employment of handicapped persons

The Handicapped Employment Program (HEP) has researched successful approaches thoroughly and can provide employers with information and techniques to reduce barriers to employment of disabled persons and to enhance the productivity and performance of disabled employees.



SECTION ONE: WHO ARE THE HANDICAPPED?

Approximately one in ten persons has a handicap. Previously, only the blind, deaf, impaired in speech and mobility were thought of as handicapped. Now, however, a broader definition has been accepted which includes all conditions that prevent individuals from full participation in society. People with mental, developmental and emotional illness as well as those whose handicaps are "hidden" are recognized as handicapped. "Hidden" handicaps include those resulting from:

> heart or circulatory disease, epilepsy, cancer, alcohol or drug abuse.

This guidebook will concern itself with the physically disabled as this is the present mandate of the Handicapped Employment Program. However, we in no way wish to limit your activities to this group and would encourage employers to utilize positive employment practices with all groups of persons with handicaps.

SECTION TWO: MAKING THE WORKPLACE RECEPTIVE TO JOB-SEEKERS WHO ARE HANDICAPPED

The key to the effective employment of disabled persons lies in positive personnel practices. Some of the practices that you, as an employer, could incorporate are:

Support Positive Attitudes

If you have not employed many disabled persons in the past, it is advisable that you let your employees know that you intend to include individuals with a handicap in your workforce. Once you have communicated this intention, you may take steps to support positive attitudes within your organization.

Media coverage during the IYDP, focussing on ability rather than disability, has created a more positive climate for persons with a handicap. To reinforce this message you can emphasize to your staff that:

- You will be hiring only qualified disabled people

- You will make efforts to retain, rehabilitate and re-employ existing employees who become disabled
- Disabled people are good workers with a proven record in productivity, safety and attendance

To assist you, the Handicapped Employment Program offers workshops and consulting services for employers that cover such topics as:

- information about various disabilities
- awareness of attitudes that affect hiring and retention
- supervision of disabled employees
- accessibility and job accommodation
- interviewing
- physical demands analysis of jobs in your organization

Increase Effectiveness in Retaining, Rehabilitating and Re-Employing Employees Who Become Disabled

It may happen that one of your employees becomes disabled either through injury or illness. Retention of this employee within your workforce is not only humane but a good business decision. You keep the services of a competent, experienced individual while cutting down on your insurance costs. To help your employee back to full productivity, consider the following steps:

- Decide whether the person should return to the same or similar job or be trained for another
- Consider if an aid or some restructuring of the work would allow the employee to be more productive or stay on in their present job
- If the individual must be placed in another job, the physical demands analysis will assist in making an appropriate placement
- If the impairment was job-related, the Workmen's Compensation Board provides retraining, aids and adaptations to the workplace

- Once the person is re-established at work, provide supportive follow-up to assure that he or she receives opportunities for training and promotion

- It is very important that you treat this employee in every way as all other employees

If you hire a worker who has been rehabilitated by the Workers' Compensation Board but are worried you might be taking a financial risk, you should know about the SECOND INJURY AND ENHANCEMENT FUND. This fund is available to all Schedule 1 employers who pay assessments to the Workmen's Compensation Board. The Second Injury and Enhancement Fund goes into play whenever there is a proven relationship between an employee's pre-existing condition and a new injury. Any part of the cost of a claim that can be attributed to an earlier claim or pre-existing condition is transferred from your account to the Fund. You will receive a credit adjustment on your Accident Cost Statement, and your cost record will not be affected in any way.

The Handicapped Employment Program can provide advice and will help link you to the appropriate resources in the community.

Contact Handicapped Job-Seekers

Since disabilities such as blindness, deafness, speech and mobility impairment can prevent individuals from discovering, or applying for, vacancies for which they are qualified, it is important that employers advertise positions by:

- Using the list of contacts in the Employer Kit to contact sources of disabled job-seekers

- Using the wheelchair access symbol or state "Physical Demands on Request" in your advertising

If there is not an Outreach Resource List for your community, please contact the Handicapped Employment Program.

Conduct a Physical Demands Analysis

Conducting a physical demands analysis will give you the information you need to match the demands of the job with the physical capabilities of the individual. A physical demands analysis uses a checklist to provide information on the physical movements required to perform a job. Such information can then be used to enhance disabled employment:

- In the interview as a basis of discussion on job-related tasks.
- When placing a worker who has been injured on the job to give more precise information than "light work" designations.
- To assure compliance with the new Ontario Human Rights Code as it clarifies the essential physical functions of the job.

Additional information on physical demands analysis is available from the Handicapped Employment Program. Program consultants are available to help you plan a physical demands analysis in your workplace.

Consider Job Site Accommodations and Aids

It may be necessary to make some accommodation for your disabled employee so that he or she can function fully and effectively. Usually, these are minor modifications to worksites or job duties requiring more ingenuity than money. Ed Abrams, Chairman of the Board of Rembrandt Jewellry, discussed how minor are the modifications to adapt a work station:

> " In our case, a jeweller normally uses his foot to vary the speed of the drill motor. We found that by merely placing the rheostat in a work pan above the knee level, and hinging a padded board across the rheostat, this permitted pressure to be brought to bear by the elbow with a minimum of effort, resulting in the same effect as those using a foot pedal. Total cost? About $3.00."

If it is necessary to make some accommodation, we suggest:

- Use the physical demands checklist to discuss accommodation with the disabled person in the interview or afterwards with the supervisor
- Ask co-workers for suggestions on how to adapt a worksite
- Consider simple job restructuring, exchanging one minor function with a co-worker for one of the co-worker's tasks

- Consult local agencies for advice and assistance.

There are many technical aids available to allow persons who are disabled to function as effectively as their able-bodied counterparts. For instance, you may be surprised to learn that blind people can read print with the help of an aid called the Opticon. It is important, therefore, that you do not screen out a handicapped job-seeker assuming that they cannot perform the necessary tasks. Give them an opportunity in the interview to explain or demonstrate how they will do the job.

For more information on aids see the Employer Kit and/or contact the appropriate agency on your Outreach Recruitment List.

Examine Your Premises with a View to Eliminating Architectural Barriers

It is not necessary to eliminate all architectural barriers before you consider hiring persons who are disabled as only a minority have mobility disabilities and would be excluded. However, qualified persons should be able to work and not be prevented by physical barriers. Depending on location, the installation of modifications such as ramps, and wheelchair accessibile washrooms can benefit your customers as well as potential employees. Here are some changes you could make:

- install ramps
- modify washrooms
- provide paper cups at water fountains
- provide parking spaces adjacent to the worksite which are wider than normal to accommodate the unfolding of a wheelchair

If financial assistance is required to make modifications, see Section Four: Financial Incentives for Employers. Further information in a kit on Barrier Free Design is available from the Handicapped Employment Program.

Medical Examinations or Inquiries

The Ontario Human Rights Commission recommends that, if a medical inquiry or examination must be performed because of company policy, it should be conducted after the hiring decision is made. A medical examination cannot be used as a pre-screening device. It is recommended that the purpose of the medical should be limited to what the employer requires regarding job performance or for benefit purposes. It is a good idea to keep medical records separate from personnel records.

Review Application Form

It is now prohibited for application forms to require information about a handicap (see Appendix 2 Ontario Human Rights Code).

Provide Assistance When Necessary

Be sensitive to the special needs of blind, deaf or mobility impaired applicants. While assistance required may be minor, such as helping in filling out application forms, your flexibility will greatly aid applicants.

Use Government Sponsored Training/Work Experience/Work Station Programs to Increase the Competitiveness and Job Readiness of Disabled Persons

Even though you may not be hiring at present, you can bring a disabled person into your workforce for a temporary period to provide training and work experience. Attitudes of fellow employees often change when they see a person who is disabled being trained and performing effectively.

For information on the above, contact the government programs or agencies on the Outreach Recruitment List in the Employer Kit.

SECTION THREE: WORKING WITH THE EMPLOYEE WHO IS HANDICAPPED

Introducing a New Employee Who is Disabled

If your company has supervisors, then their co-operation and that of other employees is important. When assigning disabled employees to different areas of your company, point out that when their skills are matched to suitable jobs, they can perform as well, and often better than non-disabled employees. (They often excel in punctuality, attendance, safety and dependability). (See Studies in Appendix 5). After getting the employee's consent, it is important to insure that supervisors understand the nature of the disability and any implications it may have for the work routine. It is also important to sufficiently inform co-workers, particularly if they are being asked to agree to modified working arrangements, or if there

is any possibility that the employee may need specific kinds of help.

Here are some guidelines to follow when supervising new employees who are disabled:

- Give them close attention at first to see how they are adjusting to the job. Job or workplace modification may be necessary for them to succeed.
- Urge other employees to include the employee who is disabled in coffee breaks and other social activities.
- Don't patronize the disabled employee. Let him or her know that you expect a full day's work - just as you do from any other employee. As much as possible, treat disabled employees no differently than other employees.

For information on workshops for supervisors or co-workers, contact the Handicapped Employment Program

Training and Promotion

Persons who are disabled should be given the opportunity to advance to better jobs for which they are qualified, or for which they can become qualified through a reasonable accommodation to their disability. Use the same criteria for promoting disabled employees as you do for hiring them:

- Evaluate them in terms of the actual job requirements
- Consider possible accommodations that will enable them to do the job
- Match their combination of strengths and weaknesses to the job. Focussing on abilities rather than disabilities will enable the employees to achieve maximum productivity.

How Can I Possibly Fire A Disabled Person?

If you follow the same sound management principles as with other employees, you need not be overly concerned with unnecessary discipline or termination of disabled employees. However, just as with other employees, problems may arise. Here are a few suggestions:

- If the person is not performing well, do not hesitate to discuss the problem just as you would with any other employee
- Be sure that your expectations of the disabled person are the same as of any other employee. Do not over-protect the disabled employee.
- Don't be overly hasty in reacting to problems. Disabled employees can have problems just as other employees and these can usually be resolved without termination of employment
- If corrective measures are unsuccessful and a rehabilitation counsellor was involved with the hiring, call upon this person now. You and the employee may need assistance in overcoming technical problems and the counsellor's expertise can be very helpful.
- If the present job really does pose physical problems, consider another placement within your company using the physical demands analysis
- If poor motivation and performance finally make a termination unavoidable, it is important to give as much warning as possible, as the disabled person may face more difficulty than other people in finding new employment

SECTION FOUR:

FINANCIAL

INCENTIVES FOR EMPLOYMENT

FINANCIAL INCENTIVES FOR EMPLOYERS

1. CANADA EMPLOYMENT AND IMMIGRATION COMMISSION

The Canada Employment and Immigration Commission offers many programs and services to its clientele through approximately 400 points of service across Canada. In each of the following programs **people with disabilities** are targetted for service or attention:

Skill Investment brings help to workers whose jobs are threatened by changing technology and economic conditions. This program coordinate the efforts of workers and employers. People will have the chance to learn new skills before they are laid off, or their existing skills become redundant.

Job Entry helps young people and women who face difficulties entering the labour market, through a combination of training and work experience.

Job Development offers assistance for the long-term unemployed, with individualized skill development and practical employment opportunities.

Skill Shortages ensures that critical skill shortages are alleviated, filling employers' needs for workers with specialized training.

Community Futures offers help for workers in communities facing chronic high unemployment, plant closures and mass layoffs, or severe economic decline. The program focuses on mobilizing community resources to create long-term employment opportunities.

The **Innovations** program stimulates the search for new initiatives and innovative solutions to labour market problems outside the framework of traditional problems.

Details on these programs may be obtained from your local Canada Employment Centre. Ask about **wage incentives** and coverage of expenses for **training, technical aids** and **building modification** for workers with disabilities.

2. VOCATIONAL REHABILITATION SERVICES (V.R.S.)

Training on The Job

This program is available to job-ready clients for a period determined by the type of job. The employer is reimbursed 50% of the salary paid to the client and permanent employment of the client is expected. V.R.S. - employer contact will be maintained for the training period and three months following the last financial involvement of V.R.S.

Assessment Program #1

When V.R.S. is confident about a client for a particular job, but the employer is hesitant, he is given the opportunity to decide for himself. The client works without salary for one month while V.R.S. maintenance allowance continues and contact between V.R.S. officer and employer is maintained. Aim - Permanent employment after one month assessment period.

Assessment Program #2

When the V.R.S. counsellor is unsure of client's employment potential, an employer is asked to assess this potential in return for a weekly assessment fee. The employer will submit an efficiency report on this client. Aim - Assessment of employability of a specific client.

Adaptation to Work Space

V.R.S. assesses each case individually regarding funding of job adaptation (i.e. ramps) to work space which enables a V.R.S. client to be permanently employed.

For more information, contact Vocational Rehabilitation Services, Ontario Ministry of Community and Social Services in your area.

3. WORK INCENTIVE PROGRAM

Under this program, the Ministry of Community and Social Services will subsidize the income of people with disabilities and others who are receiving family benefits allowance who are returning to full-time employment. The subsidy covers a period of 24 months, on a sliding scale. Fringe benefits are covered under this program for a period of 27 months. Individuals may inquire through their social worker at the local Ministry of Community and Social Services office.

4. **WORKERS' COMPENSATION BOARD (W.C.B.)**

On the Job Training

When an individual with an approved W.C.B. claim is unable to return to a former trade or occupation he or she is eligible for assistance in job placement and training and may receive up to full compensation benefits throughout the training program. Employers willing to participate by training and employing these clients may receive wage subsidization for up to one year. Workplace adapations and special devices required for employment may be provided by W.C.B. to accommodate the physical limitations of the client.

The Second Injury and Enhancement Fund

AIM - To encourage employers to hire disabled workers who have been rehabilitated under W.C.B. program. This fund is used when there is a proven relationship between an employee's pre-existing condition and a new injury. This fund is available to all Schedule 1 employers paying assessments to the W.C.B.

For more information, contact the local office of the Workers' Compensation Board.

5. **FUTURES - ONTARIO MINISTRY OF SKILLS DEVELOPMENT**

Young trainees come free to the employer, provided the employer agrees to train them properly. Any Ontario employer may apply. Almost any kind of work qualifies. It's the quality of the training that counts. FUTURES pays the trainee directly. The employer may not add to this wage in any way. No trainee may take work from a regular employee. As long as the counsellor is consulted, the trainee can be hired on a full-time basis at any time during the training period.

How to take part:

The employer applies to the nearest youth employment counselling centre or community college. The simple application form is processed locally. After being matched as closely as possible to the job, the young person comes to the employer for an interview. If the combination works, the employer signs a FUTURES contract. This is a fairly detailed description of the job, its length, the training involved and what sort of future the training could lead to. If the appropriate trainee is available, this entire process takes only a few days, start to finish.

Once on the job, the counsellor continues to advise the trainee. The employer is expected to stay in touch with the counsellor. With this sort of cooperation, most difficulties can be ironed out. If not, the contract can be cancelled.

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APPENDIX 1

Specific Disabilities and Employment:

The nature of the handicap and the degree of disability may have an impact on both the individual's employment and the accommodation which the employer has to make. It is important to remember in this context, however, that most of those who might be classified as handicapped require no special work arrangements and many others require only minimal adjustments.

In reviewing the categories of disability, it is possible to identify potential limitations in terms of access, type of job, and accommodations. In the final analysis, however, it is the individual's abilities, not disability, which should be considered. Can the person perform the job?

In working with specific disability groups, there are a number of factors to consider.

(i) Sight Impairments:

There are varying degrees of visual impairment, including the need for corrective lenses, colour-blindness, tunnel vision and lack of visual acuity. Not all blind persons are totally sightless.

Blind workers have shown themselves to be fully capable in a variety of occupations including teaching, law, assembly line work, computer programming, secretarial positions and engineering.

The adjustments which the employer will have to make will vary with the job and the employee. In some cases, special equipment, e.g. "a talking typewriter" may be required. In others, some job restructuring will be necessary. Orientation in the case of a blind employee will include a comprehensive introduction to the work environment. There are as well certain interactive skills which supervisor and co-workers will have to develop such as explaining visual materials and announcing their presence in, and exit from, a room.

(ii) Hearing Impairments:

The terminology used to differentiate the degree of hearing impairment usually identifies two levels - "deafness", a total loss and "hard of hearing", a partial loss. The loss of hearing may be congenital or it may occur as a result of accident

or illness in later life.

Hearing loss is usually classified as either conductive (failure in the transmission of sound waves in either the outer or middle ear) or sensorineural (failure in receiving the vibrations because of an inner ear defect). In some cases both types of loss have occurred.

Hearing aids can assist some but not all of the hearing impaired. Therefore, the employer may need to consider using a visual medium in some situations as in providing a flashing light for a fire alarm and blackboards for staff meetings. Communications is enhanced by ensuring that the speaker face the hearing impaired person and speak normally. It is not advisable to place a hearing impaired person in a noisy environment without first ensuring that the background noises will not be a source of pain and frustration, or lead to further hearing loss.

(iii) Verbal Communication Difficulty

Many forms of accident, illness or birth defect can lead to impairment or total loss of verbal facility, for example, those with cerebral palsy may have serious difficulty with verbal communication. Cancer of the larnyx may leave a person with speech that is laboured and sounds unusual to the average listener. In one case, erroneous conclusions may be drawn about the intellectual ability of the person; in the other, co-workers may feel uneasy.

(iv) Neurological Dynfunction

Neurological impairment can take many forms ranging from various types of learning disability to a symptom such as epilepsy. Each type of disability will require a different adaptation on the part of both the handicapped worker and the employer. In the case of those with a slight learning disability, it is likely that the person has learned at an early stage to compensate and the disability will be hidden. There are varying forms of epilepsy and the degree to which this condition affects employment differs from individual to individual.

It is estimated that approximately 50% of persons with epilepsy have their disease completely under control through the use of medication, and another 30% have minimal effects.

People with epilepsy are found in all occupational groups - professional, business, clerical, sales, service and unskilled labour.

Proper job placement is important to the employee's success and the employer should possess a number of facts.

- Type of seizure - this may be a factor in placement but should not be a barrier.
- Control - are seizures under medical control? Completely or partially? Drugs can enable some epileptics to fill a job the same as anyone else.
- Frequency - how often do seizures occur? In many cases they don't occur at all. In others, they are highly predictable and job assignments can be geared around them.

(v) Muscular-Skeletal Disabilities:

The individual with a back problem which limits heavy lifting, and the paraplegic, may both fall into this category. The latter condition may have resulted however, from a spinal cord (nervous system) injury, from poliomyelitis or muscular dystrophy.

There are obvious barriers which affect those who have mobility problems and there are facts which the employers should take into account in hiring an individual with a disability such as muscular dystrophy.

The structural barriers include width of doors, steps, lack of disabled parking spaces, inaccessible bathrooms, and difficult-to-reach elevator buttons, telephones and water fountains.

(vi) Cardio-Vascular Impairment:

There are many disorders which fall under the heading of cardio-vascular diseases. The severity of the condition will directly impact on the tolerance of physical exertion and stress. It is therefore important that the person be fully assessed and that the physician be apprised of the work being performed.

(vii) Respiratory Disabilities

Those with severe allergies or lung disease may be subject to work limitations depending on the severity of their conditions. The employer will require a functional medical assessment to ensure that proper placement and job accommodation occur.

(viii) Disfigurement (Appearance)

Some people are unable to obtain employment because of disfigurement or appearance (for example, obesity). It may be felt that the image of the company would be affected or that co-workers or clients would feel uncomfortable. The individual who is disfigured or has a problem which affects appearance, should, like all handicapped persons, be assessed individually on the basis of his/her ability to perform the job.

APPENDIX 2

Ontario Human Rights Code

As an employer, you should be aware of the following:

1. "Handicap" under the Code is defined broadly and includes past, present and perceived physical disability, mental retardation, learning disability, mental disorder.

2. Discrimination on the ground of handicap is prohibited subject to the person being capable of carrying out the essential functions of the job.

3. Employers are prohibited from requiring information about a handicap on an application form.

4. Persons with a handicap have the right to equal treatment in insurance subject to certain bona fide and reasonable exceptions - in the case of:

    - individual insurance plans
    - employee disability or life insurance plans where a pre-existing handicap substantially increases the risk
    - participant-pay-all plans
    - employee group plans of under 25 lives

5. Making employment conditional on the enrolment of a person in a benefit or insurance plan is prohibited.

6. Where a handicapped person is excluded from an employee group plan, the employer is required to pay compensation equivalent to the contribution the employer makes on behalf of a non-handicapped employee.

APPENDIX 3

Hints for Interviewing

It is essential that you ask direct questions about job-related functions or environment-related issues using the physical demands checklist.

The following are some suggestions for interviewing persons who are:

DEAF:

DO
- Face a hearing impaired person who is lip-reading
- Speak a bit more slowly and distinctly when addressing a lip-reader
- Speak directly to a deaf person, even if there is an interpreter signing for the person
- Position a signing interpreter properly

DON'T
- Refer to a deaf person as "deaf and dumb". Some deaf speak, others are "nonverbal"
- Have a bright, or glaring light behind you when addressing a lip-reader
- Speak more loudly to a deaf person

BLIND:

DO
- Feel free to use the word "see" when addressing a blind person

DON'T
- Speak more loudly when addressing a blind person. It's only sight that is impaired

IN A WHEELCHAIR:

DON'T
- Presume a person in a wheelchair needs your help to push him or her into a room. He or she most likely can move on their own

SPEECH IMPAIRED:

DON'T
- Assume someone with a speech impairment is intellectually impaired.

APPENDIX 4

FILMS

The following films are available through the Handicapped Employment Program.

A DIFFERENT APPROACH - 1979 - Colour - 21 minutes

Indeed, it is a "different approach". This American-made film uses broad comedy to deal with, and draw attention to, the traditionally serious subject of hiring the disabled. Irreverent humour satirizing television commercials, a chorus of disabled people, TV entertainers such as Carroll O'Conner and Ed Asner, and the story of a film within a film, all dispel myths and prejudices about the disabled. This is a memorable film whose message is every bit as powerful as its more serious counterparts.

IT'S A NEW DAY - 1981 - Colour - 8 minutes

In this fast-paced film, we view a day in the life of several disabled people as they actively engage in work and play. In all of their varied activities they are assisted by one of the many aids that are helping disabled people lead a normal life in the mainstream of society.

FREE DIVE - 1981 - Colour - 23 minutes

In this film, disabled students at Bloorview Hospital in Toronto learn to skin dive. We see them gain self esteem and enjoy a sense of adventure as they travel to Georgian Bay and the Bahamas for their diving. The film illustrates how disabled persons face challenges and master new skills, in order to participate fully.

FROM "COUNTDOWN ON HIRING THE HANDICAPPED"

Figure 1
SUMMARY OF MAJOR STUDIES

	Coverage	Findings (As Compared to Nonhandicapped Persons)
1. Du Pont Study, 1973 (A)	1,452 people covering disabilities such as blindness, heart disease, vision impairment, amputation, epilepsy, paralysis, hearing impairment, total deafness	1) No increase & lost time in disabling injury 2) Safety: 93% average or better 3) Job stability: average or better 4) Special privileges: none 5) Attendance: 79%—average or better 6) Job performance: 91%—average or better 7) No increase in insurance costs
2. A Joint Study by The U.S. Chamber of Commerce & National Association of Manufacturers, 1949 (B)	600 companies surveyed with 279 reporting	1) No effect on insurance costs as a result of hiring the disabled 2) Lower absenteeism, lower turnover, good job performance
3. The BLS Study, 1948 (C)	109 plants (manufacturing) covering 11,000 impaired workers & 18,000 unimpaired workers—comparative performances	In terms of total work performance, quality of job, work injury, turnover, absenteeism, there is very little difference between an impaired and an unimpaired person. The only exception was a slight increase in absenteeism—that, too, is not statistically significant.
4. The Canadian Chambers of Commerce Study, 1976 (D)	195 Chamber members responding to a question, "Why has your company not considered the possibility of hiring the handicapped?"	Employers uninformed about what handicapped persons can do
5. The Rehabilitation Institute of Chicago, 1976 (E)	Based on 275 follow-up cases of placed clients (primarily paraplegics)	1) Accidents are lower 2) Job performance is the same or better 3) Insurance costs do not go up 4) Turnover was exceptionally low 5) Absenteeism is lower 6) Minimum or no special accommodations
6. President's Commission on the Employment of the Handicapped (F)	Unknown; primarily based on other studies	Tremendous need to educate employers and public
7. Federation of Employment & Guidance Service of New York City (G)	1,470 older disabled clients	1) Large majority want to work and retain sufficient ability to do so 2) Attitude of employers, labor unions and public in general are serious deterrent 3) With proper rehabilitative assistance, most older persons can work
8. Author's Study, 1976-77	16 major corporations employing approximately 8,000 handicapped people	1) Lower absentee rate (one company reports 3.4% as compared to 13.9% of the nonhandicapped) 2) No impact on insurance costs 3) Job performance is the same or better 4) Minor accommodations to no accommodations 5) Lower turnover 6) Labor-management cooperation 7) Effective outside rehabilitation agencies needed

(A) Joe Wolle, "Disability is No Handicap for Du Pont," *The Alliance Review*, Winter 1973-74; also reported by Robert B. Nathanson, "The Disabled Employee: Separating Myth from Fact," *Harvard Business Review*, May-June 1977, pp. 6-8.
(B) Chamber of Commerce of the U.S. & The National Association of Mfg., *Employment of Physically Handicapped & Older Workers*, Washington, D.C., 1949.
(C) *The Performance of Physically Impaired Workers in Manufacturing Industries*, U.S. Dept. of Labor, BLS, Bulletin, #923, 1948.
(D) Susan Paquette, "Hiring the Handicapped; Fact and Fantasy," *The Labor Gazette*, April 1976.
(E) Personal interview.
(F) *Where Do We Go From Here?* A report on the 1976 Annual Meeting of the President's Committee on Employment of the Handicapped.
(G) *Labor Gazette*, March 1969.